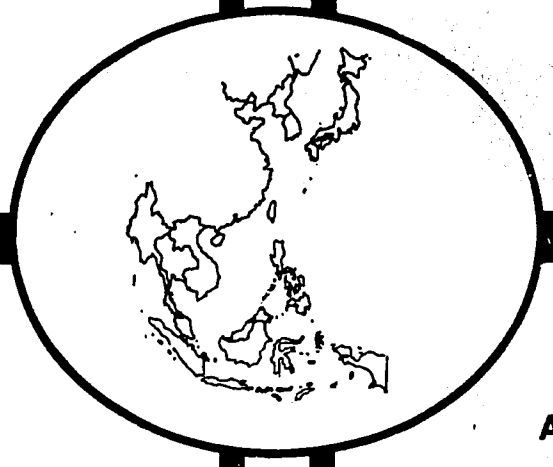
# A.I.D. PARTICIPANT TRAINING PROGRAM

# FAR EAST





## AN EVALUATION STUDY

U.S. Department of State
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D.C. 20523

Regional Report
of an
Evaluation Survey

# PARTICIPANT TRAINING

in the

# FAR EAST

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## The Survey of Returned Participants: A Prefatory Note and Acknowledgments

In 1959 the Agency for International Development (then ICA) launched a comprehensive evaluation study of its Participant Training Program. Personal interviews with former trainees in their own countries were to be employed to assess the value of training since their return. A standardized interview schedule has been used to conduct surveys in thirty countries so far.

The Bureau of Social Science Research, Inc., of Washington, D. C. began to supply technical consulting and research services to the Agency relating to the planning, design of survey materials and field work procedures of the study in 1958. The Bureau's work has been performed through contracts, in liaison with the Evaluation Staff of the Office of International Training of AID. Reports and analyses for which the Bureau has been responsible are of three types:

1. Country reports, based on data from participants in individual countries. The responsibility for most country reports rests with each United States Mission; in a few cases the Bureau has assumed responsibility for field work or analysis of the interview data. Reports on almost every country studied are available through AID.

2. Regional and world-wide analyses, based on the data pooled from countries in which the study was conducted. A world-wide report based on studies in twenty-three countries, and summary reports for the four administrative regions (Latin America, Far East, Near East and South Asia, and North Africa) are available through AID. European participants took training of a different nature; their countries were excluded from the evaluation study.

3. Other reports and analyses have also been prepared at the request of the Agency, supplying information based on special tabulations of the survey data. The Bureau has processed and stored the data in a computer format that permits comparative analysis across countries, or by subgroups of participants.

Dr. Robert T. Bower, Director of the Bureau, has supplied continuing guidance for its work on this research project. Dr. Forrest E. Clements, as Senior Evaluation Officer, has been responsible for the coordination and supervision of the entire evaluation study for the Agency.

The assistance of John M. Kert, Jr., in the preparation of this and other Bureau reports on the survey is gratefully acknowledged.

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# INTRODUCTION

## Participant Training and the Evaluation Survey

This report is a summary of the character and effects of the AID Participant Training Programs of trainees from five countries of the Far East between 1951 and 1961. It is based on selected data from a world-wide survey of returned participants conducted in these countries, mainly in 1961 and 1962.

The Participant Training Program is designed to promote economic development in the host countries by supplying the training necessary to satisfy the human resource requirements of U. S.-assisted plans and projects. Each participant's training is integrated into a specific development project and usually oriented towards the performance of a particular job. There are three basic types of training: observations tours, on-the-job training, and university studies; a majority of the training programs combine two or more of these types.

The programs were started at various times in different countries. With the formation of the International Cooperation Administration (AID's predecessor) in 1955, they were consolidated and centrally administered. They are now administered by the Office of International Training of AID. Since the program began, nearly 90,000 participants have been trained--about 75,000 in the United States and 14,000 in other "third-country" training sites.

The Far East is one of the regions into which cooperating countries are grouped for administrative purposes. It is quite

extensive, including all of Asia east of India, but only seven countries--China (Taiwan), Indonesia, Japan, Korea, the Philippines, Thailand, and Vietnam--have sent large numbers of trainees. The earliest programs in the Far East began in 1951, and up to the time of the evaluation surveys in 1961-62 about 14,000 participants had been sent to the United States for training.

The world-wide survey from which data in this report are drawn was first conceived in 1959. The main objectives of the research as outlined by ICA were:[2]

> To ascertain whether the participants: (1) are returning to the positions for which they were trained, (2) are effectively utilizing their training, and (3) are transmitting to others their newly acquired knowledge and skills.
>
> To identify significant factors which contribute to or hinder utilization of training and communications of knowledge and skills
>
> To ascertain if the technical training provided by ICA is at the appropriate level, of good quality, and relevant to the needs of the participants in the context of the home country situation.
>
> To ascertain if the nontechnical aspects of the training programs that is, pretraining orientation in the U. S. overseas missions and in Washington or in the third country of training, community participation and hospitality, and instruction in the economic, social, and cultural factors influencing the specific profession or field of activity, were emphasized in the right proportion and were effective.

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[1]Agency for International Development. Participant Training Operations: Statistical Report for Fiscal Year 1961. Washington, D.C. The report indicates that 59,261 participants had been trained in the United States and 23.6 per cent of these came from the Far East. This does not include those trained in third countries.

[2]International Cooperation Administration Circular A-175, November 5, 1959.

To ascertain if the administrative practices and procedures of ICA are adequate and effective and to identify weaknesses and causes of dissatisfaction.

To produce other reliable information concerning matters about which there is presently only speculation; such as, the relative merits of U. S. versus third-country training, the relevance of age of the participants to the accomplishment of a successful training program and subsequent utilization of the training and the like.

The surveys were designed to evaluate the effectiveness of the programs primarily in terms of the use participants made of their training after returning home. Interviews were conducted in the host countries with former participants who had been back from their training for at least six months. A standard personal interview schedule of 146 items was constructed for use with participants in all countries where the program was of sufficient size to warrant systematic study. Additional interviews were obtained from many of the participants' worl supervisors and knowledgeable U. S. technicians. Initially it was hoped that a common cut-off date could be used to determine the eligibility of returned participants in all countries, but this proved impossible. Because of the large numbers of eligible participants, systematic sampling was employed in about half of the countries.

This report is based on survey data from five of the seven Far Eastern countries which had large numbers of returned participants. Indonesia was not included because a similar study had been completed only a few years earlier. Japan was included in the survey, but the data about its programs and trainees are omitted from this report; Japanese programs were of an essentially different nature from those in other Far Eastern nations, being more akin to European programs in

their stress on industrial productivity. The surveys in the five countries included in this report--China (Taiwan), Korea, the Philippines, Thailand, and Vietnam--were all concluded between May 1961 and April 1962. For this report the number of interviews in each country was upweighted in proportion to the number of then-eligible participants, to take account of the sampling procedures used and make the results comparable for the region. Thus, the 2,567 completed interviews, represent 6,990 trainees, which is estimated to be about two-thirds of all the returned participants from the Far East at the time the surveys were conducted (Table 1).

The Nature and Limitations of This Report

In this brief summary of the major aspects of Far Eastern programs and the use of training that participants make after returning home, we have emphasized only a few of the study findings. These findings were chosen either because of their inherent importance as program characteristics or because of their effects on subsequent utilization of training skills. Detailed reports for each country and a world-wide analysis of data from twenty-three countries, both of which treat the data more intensively, are available from AID. The regional reports are intended to provide basic descriptive and evaluative data on programs in each of the administrative areas currently defined by AID.

The data for this report were drawn almost exclusively from interviews with former participants. Although interviews were also conducted with many of their work supervisors and some U. S. technicians, a variety of uncontrolled factors affected their availability for interviewing, and their answers cannot be readily generalized across the other participants from the region. Supervisors' and technicians' responses were used primarily as sources for independent checks on participants' beliefs and evaluations.

The text of the report singles out only a few highlights of each of the tables. Both text and tables need to be consulted prior to drawing interpretative conclusions. In some cases references are made to more detailed analyses for which tables are not presented, in order to clarify a finding.

In conducting the survey, a special interview schedule was used for a group of participants (about six per cent) who were trained in fields other than their occupational specialties. This form varied from the standard questionnaire on items relating to the post-training period, and data concerning the experiences of this group have been excluded from the analysis of those items.

A Note on Comparisons.

At many points in the report data from the world-wide study of participant training in twenty-nine countries have been presented alongside the Far Eastern findings. These are intended to provide bench marks or convenient points of reference for interpreting the Far Eastern

data. They do not permit one to perform rigorous statistical comparisons, since the data for "all" regions also include the Far Eastern responses. Because Far Eastern participants constitute 30 per cent of all respondents, the contrasts shown are considerably less than would be the case if comparisons were made solely with other regions; relatively small differences may, therefore, be statistically significant. (In the text "other regions" refers to all other regions' participants.)

## CHARACTERISTICS OF PARTICIPANTS AND PROGRAMS

Summary: Far Eastern participants were older and more educated than those from other regions, but had somewhat less prior experience in their occupational specialties. Most were administrative officials or professionals working for their governments at the time of their selection. Far Eastern programs were longer than the others, primarily due to extended university programs. Half the participants received university training, and three-tenths of these earned degrees. Agriculture was the major training field, followed by education, and industry and mining.

### Characteristics of Participants

Far Eastern participants were older and more educated than those from other regions. The large majority (86%) were men, mostly in their thirties or forties and already married at the time of their selection (Table 2). Most held university degrees or had been trained vocationally (Table 3). But the educational qualifications of more recent trainees has been lower (Table 4).

Two-fifths were administrators or managers, and another two-fifths were professionals (Table 5). Seven out of ten were government employees at the time of their selection and half of the remainder were working for nationalized industries (Table 6).

The Far Eastern participants were drawn from a wide variety of economic areas. Chief among these were education (26%), government administration (17%) and agriculture (12%) (Table 7). A higher proportion than for participants from all regions came from jobs related to education. A majority of the trainees (59%) had five or more years experience in their occupational specialties at the time of their selection, and one-third had over ten years experience (Table 8). On the whole, however, Far Eastern trainees had slightly less work experience than had the others.

Location and Year of Program

Although most participants were sent to the United States, a significant number received training in third-country sites. One-sixth were trained exclusively in third countries and one-tenth received some third-country training in addition to their U. S. programs (Table 9). Most third-country programs were conducted in Taiwan, Japan, or the Philippines; these were much shorter than U. S. programs and consisted primarily of observations tours or on-the-job training. The use of third-country training sites has greatly increased in recent years. Only a small proportion of the respondents were trained since 1958 (Table 9B), but half of these received some third-country training (Table 10).

Type and Length of Programs

There are three basic types of training: observations tours, on-the-job training, and university studies. A majority of the progr

combine two or more of these types. The most frequently employed type of training was an observation tour: university studies were next most frequent, followed by on-the-job training (Table 11A)

Far Eastern programs lasted much longer than those for participants from other regions. Three-quarters lasted more than five months and the median length was 10.4 months (Table 11B). The greater length of the Far Eastern programs was primarily due to extended academic studies. Programs consisting exclusively of university studies lasted an average (median) of 18.3 months (Table 12). Programs combining university training with some other type were shorter because they included more special university training for those not enrolled as regular students. On-the-job training and observation tours were much shorter than university training. The median length for on-the-job training programs was 7.0 months, and for observation tours 3.4 months, if each was the sole type of training

Most of the participants who received university training were not on degree programs: only three-tenths of those who attended universities earned degrees (Table 13). This proportion has greatly decreased in recent years; since 1958 only one-tenth have earned degrees.

## Training Fields

The participants were trained in a wide variety of fields. The largest training field was agriculture (22%), followed by education

(19%); four other fields each had ten per cent or more of the participants (Table 14). Compared to all regions, there have been proportionately more Far Eastern participants trained in education and fewer in agriculture.

The composition of programs offered varied greatly for the different training fields; programs in agriculture tended to include observation tours in conjunction with some other type of training while programs in education consisted largely of academic studies, and programs in industry and mining were primarily made up of on-the-job training or observation tours.

## THE PREDEPARTURE PERIOD

Summary: Compared to all regions, a much larger proportion of Far Eastern participants thought they were selected by their work supervisors. Almost all considered achievement-oriented criteria very important in their selection and fewer than in other regions felt that personal contacts were a significant factor. Less than half reported participating in the planning of their programs, but about three-fifths were satisfied with their predeparture orientation.

### Selection

Compared to other regions, work supervisors played a much more important role in selecting Far Eastern participants than others. Three-quarters of the participants felt that they had been selected by their work supervisors (Table 15A). Most of the others said they were selected by their sponsoring ministries (10%) or by USOM (7%).

Although only a few participants felt that they were selected by USOM, a majority reported some work contacts with the Mission prior to their selection. About one-quarter were working for the Mission or on a jointly-sponsored project at the time of their selection and another quarter reported some prior work contacts (Table 15B).

Far Eastern participants considered functional, achievement-oriented criteria very important in their selection and rated "personal contacts" much less important than did other regional participants (Table 16). Nine out of ten felt that "professional and educational qualification," "personal ability," and "needs of the job" were very important; three-quarters considered "language ability" important (some programs did not required English). Only 27 per cent, compared with 39 per cent of all respondents felt that "personal contacts" had played an important role in their selection.

Orientation and Planning

Far Eastern participants played a greater role in planning their programs than did others. Over two-fifths reported they took some part in determining the nature of their programs, most of whom were satisfied with the extent of their participation (Table 17A).

greater number of the Far Eastern trainees also reported receiving information from their employers or sponsoring ministries prior to their departure (Table 17B). Three-quarters received information from one or both of these sources.

In general, the participants were satisfied with the information they received about their programs and training countries prior to their departure; almost two-thirds were satisfied with eight or more out of ten focal aspects (Table 18A). Generally the Far Eastern participants were more satisfied with information about the length of their programs (94%), use of money in the training countries (87%), and the time of their departure (85%); they were less satisfied with information about the content of their programs (62%) and the specific locations where they would be trained (67%) (Table 18B).

A majority of the participants (58%) said they were well satisfied with their programs at the time of their departure, but 18 per cent were not very well satisfied and 24 per cent couldn't say how they felt. Those who said they had participated sufficiently in planning their programs were much more satisfied than others (Table 19).

## THE PERIOD ABROAD

Summary: Most of the participants attended orientation sessions and were entertained in private homes during their training programs. One out of six attended a communications seminar. Over half of those whose programs required English had some language difficulties.

### Selected Nontechnical Activities

The Far Eastern participants attended orientation sessions more than did those from other regions: four out of five of those trained in the United Sates attended an orientation after their arrival, primarily at the Washington International Center (Table 20A). Almost all of those who attended considered the orientations valuable.

Over nine-tenths of the participants were entertained in private homes during their training programs; most of them liked the visits very much (Table 20B).

One out of six participants attended a communications seminar at the end of his program designed to help him transmit his training to others. Two-thirds of those who attended seminars said they had used some of its materials or concepts in their work (Table 20C).

Language Difficulties

Over half of the participants whose programs required English reported they had some language difficulties during their training programs. On the whole, trainees who received language training before their programs experienced more difficulty, primarily because those who were already proficient in English did not seek or get such training. Only one-fifth of those who did not receive language training and did not want any, (versus three-quarters of those who had received some and wanted more) had some difficulties with language while on their programs (Table 21).

## POST-TRAINING PERIOD

Summary: The Far Eastern participants reported much more post-training contact with the U. S. Missions and judged their work supervisors more helpful than did trainees from other regions. Almost all returned to the positions for which they were trained and nearly three-fifths were working under supervisors who had been trained abroad.

### U. S. Mission Follow-Up

Seven out of ten participants reported some contacts with USOM since returning from their training programs. One-third had worked with USOM or on a jointly-sponsored project. They reported much more post-training contact than did participants from other regions (Table 22A).

Half of the trainees had had either frequent or occasional contacts with their U. S. technicians since returning, but the rest reported that there was no technician available to them for consultation and advice (Table 22B). (Since almost half of the participant about whom U. S. technicians were interviewed reported no technician available to them, it seems likely that participants were not always aware of the availability of a technician.)

Over one-quarter of the participants had requested assistance from a U. S. Mission since their return, most of whom received some help (Table 22C).

## Career Mobility

Three-quarters of the participants returned to the jobs they held prior to training and one out of seven returned to expected new positions (Table 23). If one assumes that those returning to former jobs also expected to do so, then nine out of ten trainees were placed as expected after their training programs.

Three out of ten participants felt their training had improved their positions and only six per cent said their current jobs were not as good as would be expected if they hadn't gone on the programs (Table 24). A large majority felt their training had not substantially affected their occupational positions, not a surprising judgment in view of the large number who returned to their previous jobs. Participants who earned academic degrees considered their programs had much more value for their careers: over half of those who earned degrees but less than a quarter of those who were not trained at universities considered their current positions better than would be expected without training.

## Current Work Situation

Many more Far Eastern participants than in other regions were working under supervisors who had been trained abroad when they were interviewed. Almost four in five worked in a milieu with someone who had been trained abroad, and nearly three-fifths of the participants' supervisors had received training overseas (Table 25A).

Half of those who had supervisors considered them very helpful in utilizing training skills and knowledge, and an additional one-third said their supervisors were somewhat helpful (Table 25B). Far Eastern trainees rated their supervisors as helpful much more often than did other trainees.

## EVALUATIONS OF THE PROGRAMS

Summary: Far Eastern participants were somewhat less satisfied with their training programs than were those from other regions. They were least satisfied with the length of the programs and the number of things they were required to do and see.

### Over-all Evaluations

In general, Far Eastern participants were somewhat less satisfied with their programs than were others. Two-fifths were very satisfied, but half expressed only moderate satisfaction and one out of ten considered his program not very satisfactory (Table 26A).

Three-quarters of the Far Eastern participants agreed that their training was "one of the most important things they had ever done" and almost none considered it a "waste of time" (Table 26B). Their ratings were considerably more favorable in this regard than were those of others.

Participants on longer programs did not consider them more favorably than those on short programs (Table 27), but their supervisors did. Four-fifths of the supervisors interviewed considered the programs "essential" or "very important" for the participants'

current jobs, but training was deemed "essential" or "very important" for nine-tenths of the participants who went on programs lasting two years or more, versus only two-thirds of those trained less than two months (Table 28).

Evaluations of Specific Aspects

The participants were least satisfied with the length of their training programs: one-half of the participants felt they were too short (Table 29A). Those on short programs were somewhat less satisfied than others, but even two out of five of those trained for more than two years wanted still longer programs (Table 30).

About half of the trainees were satisfied with the number of things (variety) they were required to do and see on their programs (Table 29B). One out of three would have wanted even more activities and one out of six wanted less.

Two out of five participants felt that insufficient time was permitted for personal interests (Table 29C). Those trained in "third countries" were less satisfied in this regard than those trained in the United States.

A large majority felt that the money allotted for travel and living expenses was sufficient, but three out of ten considered it too little (Table 29D). High level policy makers were the least satisfied, while university students were more satisfied than others.

Most of the participants were satisfied with the level of their programs (Table 29E). One out of eight considered his program too simple and one out of sixteen felt it was too difficult. Those who had received adequate information about the level of their programs before their departure were more satisfied.

## UTILIZATION OF TRAINING

### The Utilization Index

Many programs of international education or exchange have made use of survey techniques to study the reactions of their participants, but only in a few cases have the trainees been followed up once they returned home. The present survey is unusual in that its focus was primarily upon what has taken place after training. The program facets discussed so far provide a prologue: they serve to define the nature of the training program as it was actually experienced. But, essentially, an effective training program is one whose results are realized in the participants' home countries. Briefly, the main hallmarks of an effective trainee are that he returned to be placed in the right job, used his training or had plans for use, passed on some of the new-found skills and knowledge, and subjectively viewed the program as having been an asset to his career, satisfactory, and important to him.

As already shown, most participants returned to their former jobs or expected new positions, and the level of satisfaction with which most participants viewed training was high. Now to be explored

are findings related to the study's central question: What are the factors which measurably affect the utilization of training?

In order to study the extent of utilization, an index was constructed, based on the combinations of answers to two questions: how much each participant indicated he had used his skills on the job, and how much he had conveyed (transmitted) the substance of his training to others. The participants were divided into four groups according to this index:

| | | |
|---|---|---|
| Very High: | (45%) | those who both used and transmitted quite a bit or almost all of their training; |
| High | (33%) | those who had done both somewhat less; |
| Moderate | (15%) | those who had done either one a great deal (or somewhat less), but the other hardly at all; |
| Low | (7%) | those who both used and transmitted little or none of their training |

No absolute significance can be given to the resulting distribution of cases: a different way of setting up the categories would have resulted in another frequency distribution. The categories do however, permit one to differentiate the participants in terms of greater and lesser degrees of utilization. The value of the index also lies in its blending of the two ways in which it is hoped that each man's training will contribute to development: through direct application and by indirect diffusion of the substance of the training. (Both components and the resulting index are shown in Table 31.)

On all counts, Far Eastern participants utilized far more of their training than did those from other regions: two-thirds used quite a bit or almost all of their training in their current jobs and the same proportion said they had conveyed what they had learned to others (Table 31).

Nearly two-thirds of the participants still had plans for using their training in the future. A higher proportion of those who had already used a good deal had plans for future utilization (Table 32)

Utilization and Program Characteristics

Subsequent utilization of training varied considerably among training fields. Participants trained in health and sanitation, labor and education used more of their training; those in community development, transport and communications, and public administration used least (Table 33). This finding can be thought of as a summary of the more detailed ways in which programs vary, since the training fields differ in the length, level, complexity, and so forth, of their programs.

The training countries also accounted for significant contrasts in patterns of training usage. Participants trained in the U. S. were much higher utilizers than those trained in third countries (Table 34). This finding must be viewed cautiously: the large majority of U. S. programs included university training, which is a type generally associated with higher utilization. Third country programs, on the other hand, consisted primarily of short observation

tours or on-the-job training. More intensive analysis would be required to reveal the degree to which the site is truly determinative of utilization differences.

Utilization of training varied with the type of training program. Trainees who studied at universities were the highest utilizers (Table 35). Those who earned degrees did not utilize any more of their training than did nondegree university trainees. Those who received only observation tours or only on-the-job training were the lowest utilizers. Participants who received combinations of observation and on-the-job training used much more of their training than those who received either one separately.

Higher utilization is associated with increasing program length. Only three out of ten of those trained on short programs (less than two months) but well over half of those trained over two years (presumably university students) were very high utilizers (Table 36). This finding is echoed in supervisors' evaluations, as was pointed out earlier.

## Utilization and the Predeparture Period

The choice of participants based on work-related criteria is strongly related to subsequent use of training. Those who considered the "needs of the job" a very important factor in their selection utilized much more of their training (Table 37). The use of job needs as a criteria of selection would seem to be reinforced by this finding.

Training that was integrated with preexisting plans for use resulted in greater utilization (Table 38). According to the supervisors interviewed, such prior plans existed for almost all participants. The small number for whom there were no plans were much lower on utilization. This empirical relationship lends strong support to the doctrine that participant training must be part of broadly conceived schedule of plans and projects rather than devised on an ad hoc basis. As will be shown below, organizational factors in the work environment of the returned participant are among the more influential forces shaping the use of his training.

The scope of personal involvement by the participant in the predeparture period is related to subsequent utilization. Those who felt they had taken sufficient part in determining the nature of their programs were higher utilizers upon returning home (Table 39). In part, this was because greater involvement resulted in a more positive reaction to various aspects of their training, but it may also have been related to the building up of a stronger motivational support for utilizatic

Finally, the greater the satisfaction felt prior to departure, the higher the utilization (Table 40). A mood of satisfaction with one's program prior to departure was related to one's personal involvement in the predeparture period.

The crucial findings relating to the influence of the predeparture factors upon the ultimate effectiveness of training may be divided into; (a) structural conditions, represented by the integration

of training into some larger plan for resource mobilization, and (b) the degree of personal involvement of the participant in his future training, with its implications for motivation and learning.

## Utilization and Satisfaction with the Training Program

One might think that the participants' evaluations of various aspects of the programs are strongly associated with ultimate use. This has not proved to be the case. It is necessary to distinguish among the actual characteristics of the training program, evaluations of each, and ultimate use of training. In general only slight relationships have been found between subjective evaluations of the program elements and the effectiveness of training as gauged by the utilization measure.

Of the many elements of the programs evaluated, three were selected as representing the substance of the program: the length, level, and the variety or complexity of the program experienced by each of the respondents. As a summary measure of satisfaction with these three substantive elements a "satisfaction index" was constructed classifying each person by how many of the three elements he evaluated favorably. By this device only a fourth were found who expressed their approval with all three aspects of their programs, with another third judging two out of three as satisfactory.

There is a small association between satisfaction with the substance of the program as measured by this index and subsequent

use of training (Table 41A). Those who were satisfied with all three substantive elements of their programs (length, level, variety) tended to be higher utilizers than those less satisfied. The differences were small, however, when compared with most of those previously documented and smaller than expectations about how such attitudes can affect subsequent behavior would have led one to predict.

An index was similarly constructed to represent satisfaction with the nontechnical aspects of the program. This index was based on the evaluations of three nontechnical elements: money allotted, free time allowed for personal interests, and planned social activities. Each respondent was classified by the number of the three elements he evaluated favorably. One-third of the participants were satisfied with all three elements, and another 38 per cent approved of two out of three.

There is practically no relationship between utilizing or training and satisfaction with the nontechnical aspects of the program included in this index (Table 41B). By this measure of program effectiveness the nontechnical factors were not crucial. They contributed to a more pleasant period of training, and doubtless had other desirable effects not tapped by the methodology of this study, but they had demonstrably little significance for utilization of training.

Utilization and the Post-Training Period

Time back since completing the program is related to ultimate use. Only one-third of those back less than two years, but over half of those back five years or more had utilized a great deal of their training (Table 42). In a sense, time is a limiting factor on the opportunity to use training, being also related to job changes and their (usually negative) effects on utilization.

The particular pattern or history of job-changing since the program, which was in part influenced by training, also is related to contrasting patterns of utilization (Table 43). Participants who had returned to new jobs which were expected used more of their training, while those who returned to unexpected new jobs were lower utilizers. Those who returned to the same jobs but had changed since then used more of their training than those who continued in their pretraining positions.

The assessment of the training program's career value, (its effects on current job placement or promotion) was strongly related to utilization (Table 44). Those whose programs were seen as career-enhancing were far higher utilizers than those whose programs were judged irrelevant, or, particularly, the few whose training was actually felt to have been career-detrimental. This finding gives firm support to the conception of personal gain or commitment as a crucial element in the determination of an "effective" training program. National development and personal development are, in this

sense, compatible goals for returned participants to pursue; to an extent, they can be mutually reinforcing.

One of the most important influences upon subsequent utilization of training is the supervisor's role in assisting the returned participant. Participants who characterized their supervisors as "very helpful" in efforts to utilize training were higher utilizers than those whose supervisors were characterized as being less helpful, indifferent, or in some cases, even hostile (Table 45). The supervisor's attitudes and actions concerning utilization were key aspects of the work environment of the returned participant. As "gatekeepers" of organizational resources and response, the supervisor's role can prove decisive for the success or failure of his subordinates' attempts to introduce new techniques, institute new procedures and impart renewed vitality to the performance of their work tasks.

These findings document the complex ways in which training, personal career achievement, organizational responsiveness and ultimate utilization are all interrelated. The contours of a man's subsequent career are partly shaped by his training, and in turn influence the scope of his opportunities and motivations to use the skills and techniques that were supplied by training.

Post-program contacts with the U. S. Mission are also influential. These can arise in the context of collaboration on work projects, through requests by participants for assistance of some

kind, or by U. S. technicians offering help as part of their "follow up" responsibilities. However it comes about, contact is related to utilization. Half of those who worked for USOM or on jointly-sponsore projects, but only two-fifths of those who had no contacts were very high utilizers (Table 46A). Similarly, over half of those who had frequent contacts with U. S. technicians, but only one-third of those who never met their technicians utilized a great deal of their training (Table 46B). And, those who had requested and received assistance from USOM were much higher utilizers than those who did not request help (Table 46C).

In general, from the standpoint of utilization, the data support the thesis that the quality of training, the choice of participants, and a supportive home country environment are far more important than a set of satisfying personal experiences during training. The image of the program as a professional rather than a personal experience is the controlling one. And, of the factors affecting utilization considered in terms of the phases with which they are linked, those relating to post-program conditions and circumstances are, as a group, the most powerful set of determinants. One can stress the importance of maintaining liaison with supervisors and participants--through personal contacts if possible--as they seek to apply lessons of the program. The continuous involvement of participant, supervisor and U. S. program personnel, throughout the course of the program and subsequently, is the indispensible prerequisite for an effective outcome of training.

TABLE 1

NUMBER OF PARTICIPANTS INTERVIEWED AND FIRST RECORDED YEAR OF DEPARTURE BY COUNTRY

| Country | First Year | Participants | | |
|---|---|---|---|---|
| | | Number Interviewed | Weighted Number[a] | Weighted Per Cent |
| Philippines | 1951 | 510 | 1734 | 25 |
| Thailand | 1951 | 512 | 1690 | 24 |
| China (Taiwan) | 1951 | 619 | 1609 | 23 |
| Korea | 1955 | 524 | 1153 | 16 |
| Vietnam | 1954 | 402 | 804 | 12 |
| Total | | 2567 | 6990 | 100 |

[a]The interviews from each country have been upweighted according to the number of eligible returned participants in that country at the time of the survey. Unless otherwise noted, all tables are based on these weighted numbers.

NOTE: The distributions for "All Regions" in the tables that follow are based on 29 countries. In addition to the Far Eastern countries shown above, these include:

Latin America: Brazil, Bolivia, Chile, Peru, Ecuador, Costa Rica, Nicaragua, Jamaica, British Honduras, British Guiana, Surinam.

Near East and South Asia: India, Turkey, Pakistan, Iran, Greece, Jordan, Israel, Egypt.

North Africa: Tunisia, Libya, Ethiopia, Morocco, Sudan.

The total weighted number of participants in "All Regions" which was used as a base for percentaging was 23,373; omissions are

TABLE 2

PERSONAL CHARACTERISTICS OF PARTICIPANTS AT TIME OF DEPARTURE: SEX, AGE AND MARITAL STATUS
(In Percentages)

| Personal Characteristics | Far East | All Region |
|---|---|---|
| A. Sex | | |
| Male | 86% | 90% |
| Female | 14 | 10 |
| B. Age[a] | | |
| Under 25 | 5% | 9% |
| 25 - 29 | 17 | 19 |
| 30 - 39 | 44 | 43 |
| 40 - 49 | 28 | 23 |
| 50 and over | 6 | 6 |
| C. Marital Status[b] | | |
| Married | 77% | 73% |
| Single | 23 | 27 |

[a]Excludes "Not Ascertained" (61 respondents in the Far East and 247 in All Regions).

[b]Excludes "Not Ascertained" (15 respondents in the Far East and 166 in All Regions).

ABLE 3

PRIOR EDUCATION OF PARTICIPANTS
(In Percentages)

| Prior Education | Far East | All Regions |
|---|---|---|
| Received University Degree | 69% | 60% |
| Some Specialized Training[a] | 7 | 10 |
| No Specialized Training | 62 | 50 |
| Some University Attendance | 11% | 9% |
| Some Specialized Training | 2 | 3 |
| No Specialized Training | 9 | 6 |
| No University Attendance | 20% | 31% |
| Some Specialized Training | 13 | 17 |
| No Specialized Training | 7 | 14 |
| Total % | 100 | 100 |
| (N) | (6990) | (23,373) |

[a] "Specialized Training" refers to vocational and trade schools or periods of formal training not at universities which was occupationally relevant.

TABLE 4

UNIVERSITY DEGREE HELD AT SELECTION BY YEAR OF DEPARTURE
(In Percentages)

| Degree Held at Selection | Year of Departure | | | Total |
|---|---|---|---|---|
| | 1954 or Earlier | 1955 to 1958 | 1959 to 1961 | |
| No Degree | 24 | 32 | 43 | 32 |
| Bachelor's Degree | 53 | 48 | 38 | 47 |
| Higher Degree | 23 | 20 | 19 | 21 |
| Total[a] % | 100 | 100 | 100 | 100 |
| (N | 1401) | (4547) | (1012) | 6960) |

[a]Excludes "Not Ascertained" (N=30).

TABLE 5

OCCUPATIONAL STATUS AT THE TIME OF SELECTION
(In Percentages)

| Occupational Status | Far East | All Regions |
|---|---|---|
| Top Policy Makers, Executives | 1 | 1 |
| Second Level Policy Makers | 6 | 7 |
| Administrative Officials, Managers | 40 | 30 |
| Engineers | 9 | 10 |
| Other Professionals: Scientists and Teachers | 31 | 32 |
| Subprofessionals, Technicians | 9 | 10 |
| Supervisors, Inspectors and Foremen | 2 | 3 |
| Artisans and Craftsmen | -* | 2 |
| Workers and Others | 1 | 3 |
| Students | 1 | 2 |
| Total[a] % | 100 | 100 |
| (N) | (6939) | (23,171) |

*Less than 0.5%.

[a]Excludes "Not Ascertained" (51 respondents in the Far East and 202 in All Regions).

TABLE 6

TYPE OF EMPLOYMENT AT THE TIME OF SELECTION
(In Percentages)

| Type of Employment | | Far East | All Regions |
|---|---|---|---|
| Government | | 70 | 75 |
| Nationalized Industry | | 14 | 5 |
| Professions | | 7 | 3 |
| Private Business | | 5 | 10 |
| Trade Union | | 2 | 2 |
| Student | | 1 | 2 |
| Other | | 1 | 3 |
| Total[a] | % | 100 | 100 |
| | (N) | (6984) | (23,104) |

[a]Excludes "Not Ascertained" (6 respondents in the Far East and 269 in All Regions).

TABLE 7

AREA OF ECONOMIC ACTIVITY AT TIME OF SELECTION
(In Percentages)

| Area of Economic Activity | Far East | All Regions |
|---|---|---|
| Education | 6 | 20 |
| Government Administration (n.e.c.) | 7 | 19 |
| Agriculture, Forestry and Fisheries | 2 | 16 |
| Manufacturing and Mining | 9 | 9 |
| Health and Sanitation | 8 | 8 |
| Engineering and Construction | 6 | 5 |
| Transport and Communications | 5 | 6 |
| Commerce and Banking | 4 | 4 |
| Utilities | 4 | 3 |
| Labor | -* | 2 |
| Community Development | -* | 1 |
| All Others | 4 | 3 |
| Inactives, N.A. | 5 | 4 |
| Total % | 100 | 100 |
| (N) | (6990) | (23,373) |

*Less than 0.5%.

TABLE 8

TIME EMPLOYED IN OCCUPATION SPECIALTY PRIOR TO SELECTION
(In Percentages)

| Time Employed in Specialty | Far East | All Regions |
|---|---|---|
| Ten years or more | 32 | 37 |
| Five to ten years | 27 | 25 |
| Two to five years | 25 | 22 |
| Less than two years | 14 | 13 |
| None | 2 | 3 |
| Total[a] % | 100 | 100 |
| (N) | (6913) | (22,587) |

[a]Excludes "Not Ascertained" (77 respondents in the Far East and 786 in All Regions).

TABLE 9

MAJOR COUNTRY OF TRAINING AND YEAR OF DEPARTURE
(In Percentages)

| | Far East | All Regions |
|---|---|---|
| A. Major Country of Training | | |
| Mainland United States Only | 72% | 69% |
| Mainland United States Primarily | 10 | 9 |
| Some United States: Puerto Rico, Hawaii, Canal Zone | -* | 6 |
| Taiwan, Japan, Philippines | 12 | 4 |
| All Other Non-U.S. Sites | 6 | 12 |
| Total % | 100 | 100 |
| (N) | (6990) | (23,373) |
| B. Year of Departure | | |
| 1950 or earlier | -*% | 2% |
| 1951 - 1954 | 20 | 18 |
| 1955 - 1958 | 65 | 53 |
| 1959 - 1961 | 15 | 27 |
| Total % | 100 | 100 |
| (N) | (6990) | 23,373) |

*Less than 0.5%.

TABLE 10

COUNTRY OF TRAINING BY YEAR OF DEPARTURE
(In Percentages)

| Country of Training | | Year of Departure | | | Total[a] |
|---|---|---|---|---|---|
| | | 1954 or Earlier | 1955 to 1958 | 1959 to 1961 | |
| Mainland United States Only | | 83 | 74 | 50 | 72 |
| Mainland United States Primarily | | 11 | 10 | 10 | 10 |
| Offshore U.S.[b] | | - | -* | 1 | -* |
| Taiwan, Japan Philippines | | 5 | 11 | 25 | 12 |
| Other Non-U.S. Sites | | 1 | 5 | 14 | 6 |
| Tota | % | 100 | 100 | 100 | 100 |
| | (N) | (1401) | (4562) | (1014) | (6977) |

*Less than 0.5%.

[a]Excludes "Not Ascertained" (N=13)

[b]E.g. Puerto Rico. Hawaii. Canal Zone.

TABLE 11

MAJOR TYPES OF TRAINING AND LENGTH OF PROGRAMS
(In Percentages)

| | Far East | All Regions |
|---|---|---|
| A. Major Types of Training Programs | | |
| Any observation tours | 73% | 69% |
| Any university studies | 52 | 52 |
| Any on-the-job training | 44 | 44 |
| Any special group training not at a university | 25 | 30 |
| Total[a] % | 194% | 195% |
| (N) | (6990) | (23,373) |
| B. Length of Training Programs | | |
| Under two months | 10% | 10% |
| Two to under four months | 8 | 17 |
| Four to under six months | 6 | 10 |
| Six months to under one year | 35 | 31 |
| One to under two years | 38 | 29 |
| Two years or more | 3 | 3 |
| Total[b] % | 100 | 100 |
| (N) | (6977) | (23,185) |

[a]Percentages add to more than 100% because programs consisting of combinations of university studies, observation tours and on-the-job training are counted more than once.

[b]Excludes "Not Ascertained" (13 respondents in the Far East and 188 in All Regions).

TABLE 12

LENGTH OF TRAINING AND MEDIAN LENGTH BY MAJOR TYPES OF PROGRAMS

| Major Types of Programs | Length of Training Program (In Percentages) | | | | Total (N) (=100%) | Median Length (Months) |
|---|---|---|---|---|---|---|
| | Up to Two Months | Two Up to Six Months | Six Up to Twelve Months | Twelve Months or More | | |
| Any University | -* | 6 | 30 | 64 | (3545) | 14.9 |
| University only | -* | 2 | 10 | 88 | (899) | 18.3 |
| University plus other | -* | 7 | 37 | 56 | (2646) | 13.4 |
| Any On-The-Job Training | 2 | 11 | 48 | 39 | (2983) | 10.6 |
| On-the-job training | 1 | 24 | 48 | 27 | (595) | 7.0 |
| On-the-job training plus other | 3 | 9 | 46 | 42 | (2388) | 11.0 |
| Any Observation Tour | 12 | 16 | 39 | 33 | (5070) | 9.9 |
| Observation tour only | 35 | 32 | 29 | 4 | (1604) | 3.4 |
| Observation tour plus other | 2 | 9 | 43 | 46 | (3466) | 11.5 |
| Total[a] | 10 | 14 | 35 | 41 | (6977) | 10.4 |

*Less than 0.5%.

[a]Excludes "Not Ascertained" (N=13). The numbers in major entries do not add to the total number: those with combined programs are counted more than once and those on special group tours were not analyzed separately.

TABLE 13

PROPORTION OF PARTICIPANTS ATTENDING A UNIVERSITY WHO RECEIVED A DEGREE BY YEAR OF DEPARTURE
(In Percentages)

| Proportion Who Received a Degree | Year of Departure | | | Total |
|---|---|---|---|---|
| | 1954 or Earlier | 1955 to 1958 | 1959 to 1961 | |
| Received a degree | 27 | 32 | 9 | 30 |
| Received a certificate | 17 | 20 | 32 | 20 |
| Attended university, no degree received | 56 | 48 | 59 | 50 |
| Total[a] % | 100 | 100 | 100 | 100 |
| (N) | (807) | (2356) | (205) | (3368) |

[a]Excludes respondents who did not attend a university (N=3622).

TABLE 14

TRAINING FIELD
(In Percentages)

| Training Field | Far East | All Regions |
|---|---|---|
| Agriculture and Natural Resources | 22 | 26 |
| Education | 19 | 14 |
| Industry and Mining | 15 | 14 |
| Public Administration | 14 | 12 |
| Health and Sanitation | 13 | 12 |
| Transport and Communications | 10 | 9 |
| Labor | 2 | 6 |
| Community Development | 2 | 2 |
| All Others | 3 | 5 |
| Total % | 100 | 100 |
| (N) | (6990) | (23,373) |

TABLE 15

SELECTION AGENT AND PRIOR WORK CONTACTS WITH USOM
(In Percentages)

| | Far East | All Regions |
|---|---|---|
| A. Selection Agent | | |
| Supervisor | 74% | 52% |
| Ministry, Governme | 10 | 20 |
| USOM | 7 | 12 |
| Special Board | 2 | 3 |
| Union, Trade Association | 1 | 4 |
| University Person | 1 | 2 |
| Others | 5 | 7 |
| Total[a] % | 100 | 100 |
| (N) | (6707) | (22,219) |
| B. Prior Work Contacts with USOM | | |
| Worked with USOM or joint project | 27% | 22% |
| Had other prior work contacts | 25 | 18 |
| No prior work contacts | 48 | 60 |
| Total[b] % | 100 | 100 |
| (N) | (6900) | (23,076) |

[a]Excludes "Not Ascertained" (283 respondents in the Far East and 1154 in All Regions).

[b]Excludes "Not Ascertained" (90 respondents in the Far East and 297 in All Regions).

TABLE 16

PARTICIPANTS' VIEWS ON THE IMPORTANCE OF FIVE FACTORS IN THEIR SELECTION[a]
(Percentages who believed each factor was "very important.")

| Selection Factor | Far East | All Regions |
|---|---|---|
| Professional and educational qualifications | 90 | 89 |
| Personal ability | 90 | 88 |
| Needs of the job | 89 | 89 |
| Language ability | 76 | 62 |
| Personal contacts | 27 | 39 |

[a]All percentages are based on 6990 respondents from the Far East and 23,373 from All Regions.

TABLE 17

PARTICIPANTS' INVOLVEMENT IN PLANNING AND SOURCES OF PREDEPARTURE INFORMATION ABOUT TRAINING PROGRAM
(In Percentages)

| | Far East | All Regions |
|---|---|---|
| A. Participation in Planning | | |
| Participated sufficiently | 34% | 28% |
| Participated, but not sufficiently | 8 | 7 |
| Did not participate | 58 | 65 |
| Total % | 100 | 100 |
| (N) | (6990) | 23,373) |
| B. Sources of Predeparture Information about Program | | |
| Received information at workplace and sponsoring ministry | 31% | 20% |
| Received information at workplace only | 26 | 29 |
| Received information at sponsoring ministry only | 18 | 12 |
| Did not receive information at either place | 25 | 39 |
| Total[a] % | 100 | 100 |
| (N) | (6853) | (22,622) |

[a]Excludes "Not Ascertained" (137 respondents in the Far East and 751 in All Regions).

TABLE 18

SATISFACTION WITH INFORMATION RECEIVED IN PREDEPARTURE ORIENTATION AND SUMMARY INDEX
(Percentages "Satisfied")

| | Far East | All Regions |
|---|---|---|
| A. Index of Satisfaction with Predeparture Information | | |
| High | 64% | 65% |
| Moderate | 28 | 26 |
| Low | 8 | 9 |
| Total[a] % | 100 | 100 |
| (N) | (6990) | (23,373) |
| B. Satisfaction with Information about: | | |
| Length of program | 94% | 94% |
| Use of money in training country | 87 | 88 |
| Time of departure | 85 | 86 |
| Colloquial speech and idioms in training country | 72 | 72 |
| Training site | 67 | 74 |
| Program content | 62 | 62 |

[a]The index is based on the six items shown plus satisfaction with information about "how to use restaurants and public facilities," "religious practices," "other aspects of the program," and "their manners and customs generally." Respondents satisfied with 8-10 items are reported "high," those satisfied with 5-7 "moderate," and those satisfied with 4 or less "low."

TABLE 19

SATISFACTION WITH TRAINING PROGRAM PRIOR TO DEPARTURE
BY PARTICIPATION IN PLANNING
(In Percentages)

| Predeparture Satisfaction | | Participation in Planning | | | Total |
|---|---|---|---|---|---|
| | | Participated Sufficiently | Participated, But Not Enough | Did Not Participate | |
| Well satisfied | | 79 | 49 | 48 | 58 |
| Not very well satisfied | | 12 | 27 | 21 | 18 |
| Can't say | | 9 | 24 | 31 | 24 |
| Total[a] | % | 100 | 100 | 100 | 100 |
| | (N) | 2386) | (588) | (3985) | (6959) |

[a]Excludes "Not Ascertained" (N=31).

TABLE 20

ATTENDANCE AT ORIENTATION SESSIONS, VISITS TO PRIVATE HOMES, AND ATTENDANCE AT COMMUNICATIONS SEMINARS
(In Percentages)

| | | Far East | All Regions |
|---|---|---|---|
| A. Attendance at Orientation Sessions in United States | | | |
| Attended orientation | | 82% | 76% |
| Did not attend | | 18 | 24 |
| Total[a] | % | 100 | 100 |
| | (N) | (5741) | (18,320) |
| B. Visits to Private Homes | | | |
| Visited private homes | | 92% | 82% |
| Did not visit private homes | | 8 | 18 |
| Total | % | 100 | 100 |
| | (N) | (6990) | (23,373) |
| C. Attendance at Communications Seminars | | | |
| Attended seminar | | 18% | 19% |
| Did not attend | | 82 | 81 |
| Total | % | 100 | 100 |
| | (N) | (6990) | (23,373) |

[a]Based on the number of participants who were trained in the United States. Only orientation sessions lasting longer than one day are reported.

TABLE 21

DIFFICULTY WITH ENGLISH EXPERIENCED ON TRAINING PROGRAM BY LANGUAGE TRAINING RECEIVED AND DESIRED
(In Percentages)

| Difficulty With English | Desired Further Language Training | | Did Not Desire Further Training | | Total |
|---|---|---|---|---|---|
| | Received Some | Did Not Receive Any | Received Some | Did Not Receive Any | |
| Experienced some difficulty[a] | 73 | 66 | 56 | 20 | 53 |
| Did not experience any difficulty | 27 | 34 | 44 | 80 | 47 |
| Total[b] % | 100 | 100 | 100 | 100 | 100 |
| (N) | (2249) | (1194) | (637) | (2013) | (6093) |

[a]Includes respondents who reported difficulty being understood (16%), understanding others (17%), or both (20%).

[b]Excludes participants whose program did not require English (N=703), participants not trained in their occupational specialty (N=137), and "Not Ascertained" (N=57).

TABLE 22

CONTACTS WITH USOM SINCE RETURNING FROM TRAINING[a]
(In Percentages)

| | Far East | All Regions |
|---|---|---|
| A. Contacts with USOM | | |
| Worked with USOM or joint project | 31% | 25% |
| Some other contact | 40 | 30 |
| No contact | 29 | 45 |
| Total % | 100 | 100 |
| (N) | (823) | (22,147) |
| B. Contacts with USOM Technician | | |
| Frequent contact | 25% | 19% |
| Occasional contact | 22 | 17 |
| Never met technician | 2 | 3 |
| No technician availabl | 51 | 61 |
| Total % | 100 | 100 |
| (N) | (6837) | (22,179) |
| C. Assistance Requested and Received from USOM | | |
| Requested assistance and received some | 24% | 17% |
| Requested assistance, did not receive any | 4 | 4 |
| Did not request assistance | 72 | 79 |
| Total % | 100 | 100 |
| (N) | (6765) | 22,098) |

[a]All tables exclude participants who were not trained in their occupational specialty (137 respondents in the Far East and 1017 in All Regions) and the components exclude "Not Ascertained."

TABLE 23

PATTERN OF CAREER MOBILITY SINCE TRAINING PROGRAM
(In Percentages)

| Career Mobility | Far East | All Regions |
|---|---|---|
| No job changes since selection | 37 | 37 |
| Returned to same job, but changed since | 39 | 36 |
| Postprogram job change (expected) | 14 | 14 |
| Postprogram job change (unexpected) | 8 | 10 |
| Unemployed since return | 2 | 3 |
| Total[a] % | 100 | 100 |
| (N) | (6837) | (22,196) |

[a]Excludes participants not trained in their occupational specialty (Far East 137; All Regions 1017) and "Not Ascertained" (Far East 16; All Regions 160).

TABLE 24

SUBJECTIVE CAREER VALUE OF TRAINING BY DEGREE RECEIVED ON PROGRAM
(In Percentages)

| Without Training Current Job Would Be: | | Degree Received on Program | | | |
|---|---|---|---|---|---|
| | | Received University Degree | Attended University, No Degree | Did Not Attend University | Total |
| Worse (training helped) | | 54 | 27 | 22 | 29 |
| About the same | | 31 | 59 | 66 | 58 |
| Better (training hurt) | | 8 | 6 | 5 | 6 |
| Can't say | | 7 | 8 | 7 | 7 |
| Total[a] | % | 100 | 100 | 100 | 100 |
| | (N) | (969) | (2298) | (3444) | (6711) |

[a]Excludes participants not trained in their occupational specialty (N=137), "Unemployed" (N=120), and "Not Ascertained" (N=22).

TABLE 25

ASPECTS OF CURRENT WORK SITUATION: WORK COLLEAGUES TRAINED ABROAD AND SUPERVISOR'S HELPFULNESS IN UTILIZING TRAINING
(In Percentages)

| | Far East | All Regions |
|---|---|---|
| A. Work Colleagues Trained Abroad | | |
| Supervisor trained abroad | 57% | 41% |
| Other colleagues trained abroad | 21 | 29 |
| No work colleagues trained abroad | 22 | 30 |
| Total[a] % | 100 | 100 |
| (N) | (6666) | (21,472) |
| Supervisor's Helpfulness in Utilizing Training | | |
| Very helpful | 49% | 44% |
| Somewhat helpful | 33 | 27 |
| Neither helpful nor unhelpful | 7 | 13 |
| Not helpful | 11 | 16 |
| Total[b] % | 100 | 100 |
| (N) | (6298) | (18,265) |

[a]Excludes participants not trained in their occupational specialty (Far East 137; All Regions 1017), "Unemployed" (Far East 120 All Regions 589), and "Not Ascertained" (Far East 67; All Regions 295)

[b]Excludes participants who had no supervisor (including unemployed) (Far East 492; All Regions 3752), were not trained in their occupational specialty (Far East 137; All Regions 1017), and "Not Ascertained" (Far East 63; All Regions 339).

TABLE 26

)VER-ALL SATISFACTION WITH TRAINING AND RATING OF THE IMPORTANCE OF THE PROGRAM
(In Percentages)

| | Far East | All Region |
|---|---|---|
| A. Over-all Satisfaction with Traini | | |
| Very satisfied | 42% | 49% |
| Moderately satisfied | 49 | 44 |
| Not too satisfied | 9 | 7 |
| Total[a] % | 100 | 100 |
| (N) | (6822) | (22,183) |
| B. Rating of Importance of the Program | | |
| One of the most important things ever done | 76% | 67% |
| A waste of time | 1 | 1 |
| In between "most important" and "waste of time" | 23 | 32 |
| Total[b] % | 100 | 100 |
| (N) | (6813) | (22,177) |

[a]Both tables exclude participants not trained in their occupational specialty (Far East 137; All Regions 1017), and "Not Ascertained."

[b]Question 145: "Some participants, after they return, think their program was one of the most important things they ever did, some think it was a waste of time, and others rate it somewhere in between. How would you rate your program?"

TABLE 27

PARTICIPANTS' EVALUATIONS OF THE IMPORTANCE OF THE PROGRAM BY LENGTH OF TRAINING PROGRAM
(In Percentages)

| Length of Training Program | Evaluation of Importance of Program | | | Total (N)[a] (=100%) |
|---|---|---|---|---|
| | One of the Most Important Things Ever Done | A Waste of Time | In Between "Most Important" and "Waste of Time" | |
| Under two months | 76 | 1 | 23 | (645) |
| Two to under four months | 76 | -* | 24 | (566) |
| Four to under six months | 73 | 2 | 25 | (410) |
| Six months to under one year | 76 | 1 | 23 | 2423) |
| One to under two years | 78 | 1 | 21 | 2529) |
| Two years or more | 75 | 1 | 24 | (228) |
| Total | 77 | 1 | 22 | (6801) |

*Less than 0.5%.

[a]Excludes participants not trained in their occupational specialty (N=137) and "Not Ascertained" (N=52).

TABLE 28

SUPERVISORS' EVALUATIONS OF THE IMPORTANCE OF THE PROGRAM FOR THE CURRENT JOB BY LENGTH OF TRAINING PROGRAM
(In Percentages)

| Length of Training Program | Evaluation of Importance of Program[a] | | | Total (N) (=100%) |
|---|---|---|---|---|
| | Essential or Very Important | Helpful But Not Very Important | Not Useful or Better Off Without It | |
| Under two months | 68 | 23 | 9 | (149) |
| Two to under four months | 72 | 20 | 8 | (130) |
| Four to under six months | 82 | 11 | 7 | (106) |
| Six months to under one year | 82 | 14 | 4 | (593) |
| One to under two years | 85 | 13 | 2 | (648) |
| Two years or more | 87 | 13 | - | (69) |
| Total | 82 | 14 | 4 | (1695) |

[a]Supervisor's questionnaire, question 17: "As a qualification for his present job, how important was (participant's) training program --essential, very important, helpful but not very important, not useful, or would he have been better off without it?" Answers concerning an unweighted total of 1742 participants were obtained; "Don't know" and "No Answer" are excluded (N=47).

TABLE 29

EVALUATIONS OF FIVE ASPECTS OF THE TRAINING PROGRAM: LENGTH, LEVEL, VARIETY, MONEY AVAILABLE, AND FREE TIME
(In Percentages)

| Evaluations[a] | | Far East | All Regions |
|---|---|---|---|
| A. Length of Program | | | |
| Satisfactory | | 45% | 46% |
| Too short | | 51 | 50 |
| Too long | | 4 | 4 |
| Total | % | 100 | 100 |
| | (N) | (6972) | (23,312) |
| B. Variety of Training Experiences | | | |
| Satisfactory | | 48% | 52% |
| Insufficient | | 35 | 30 |
| Excessive | | 17 | 18 |
| Total | % | 100 | 100 |
| | (N) | (6892) | (23,119) |
| C. Time Free for Personal Interests | | | |
| Satisfactory | | 57% | 60% |
| Too little | | 42 | 38 |
| Too much | | 1 | 2 |
| Total | % | 100 | 100 |
| | (N) | (6973) | (23,288) |
| D. Money Available for Living Costs and Travel | | | |
| Satisfactory | | 70% | 70% |
| Inadequate | | 29 | 29 |
| Excessive | | 1 | 1 |
| Total | % | 100 | 100 |
| | (N) | (6953) | (23,268) |
| E. Level of Program | | | |
| Satisfactory | | 81% | 79% |
| Too simple | | 13 | 15 |
| Too difficult | | 6 | 6 |
| Total | % | 100 | 100 |
| | (N) | (6907) | (23,122) |

[a]Excludes "Not Ascertained."

TABLE 30

SATISFACTION WITH PROGRAM LENGTH BY LENGTH OF TRAINING PROGRAM
(In Percentages)

| Length of Training Program | Satisfaction with Program Length | | | Total (N) (=100%) |
|---|---|---|---|---|
| | Satis-factory | Too Short | Too Long | |
| Less than two months | 42 | 57 | 1 | (679) |
| Two to four months | 44 | 53 | 3 | (589) |
| Four to six months | 49 | 44 | 7 | (427) |
| Six months to one year | 45 | 50 | 5 | (2447) |
| One to two years | 44 | 52 | 4 | (2586) |
| Two years or more | 54 | 41 | 5 | (231) |
| Total[a] | 45 | 51 | 4 | (6959) |

[a]Excludes "Not Ascertained" (N=31).

TABLE 31

UTILIZATION OF TRAINING: AMOUNT USED AND CONVEYED AND INDEX[a]
(In Percentages)

| | Far East | All Regions |
|---|---|---|
| A. COMPONENTS[b] | | |
| Use of Training Skills or Knowledge in Current Job | | |
| All or almost all | 25% | 21% |
| Quite a bit | 34 | 31 |
| Some | 25 | 23 |
| Little or none | 16 | 25 |
| Total % | 100 | 100 |
| (N) | (6829) | (22,173) |
| Amount of Training Conveyed to Others | | |
| All or almost all | 21% | 17% |
| Quite a bit | 37 | 35 |
| Some | 29 | 29 |
| Little or none | 13 | 19 |
| Total % | 100 | 100 |
| (N) | (6827) | (22,199) |
| B. INDEX[c] | | |
| Utilization Index | | |
| Very high | 45% | 38% |
| High | 33 | 29 |
| Moderate | 15 | 21 |
| Low | 7 | 12 |
| Total % | 100 | 100 |
| (N) | (6853) | (22,356) |

[a]All tables exclude participants who were not trained in their occupational specialty (137 respondents in the Far East and 1017 in All Regions).

[b]Excludes "Not Ascertained."

[c]The index is based on the two items above: use of training skills and transmission of training to others. The categories are defined in the text.

TABLE 32

PLANS FOR FUTURE UTILIZATION OF TRAINING BY PAST UTILIZATION
(In Percentages)

| Participants' Plans for Future Utilization | | Utilization Index | | | | Total |
|---|---|---|---|---|---|---|
| | | Very High | High | Moderate | Low | |
| Have plans | | 65 | 67 | 58 | 56 | 64 |
| Do not have plans | | 35 | 33 | 42 | 44 | 36 |
| Total[a] | % | 100 | 100 | 100 | 100 | 100 |
| | (N) | (3055) | (2213) | (1018) | (428) | (6714) |

[a]Excludes participants not trained in their occupational specialty (N=137) and "Not Ascertained" (N=139).

TABLE 33

UTILIZATION OF TRAINING BY TRAINING FIEL
(In Percentages)

| Training Field | Utilization Index | | | | Total (N)[a] (=100% |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Health and Sanitation | 56 | 33 | 8 | 3 | (923) |
| Labor | 56 | 27 | 16 | 1 | (162) |
| Education | 53 | 29 | 14 | 4 | (1296) |
| Agriculture and Natural Resources | 45 | 34 | 15 | 6 | (1510) |
| Industry and Mining | 41 | 37 | 15 | 7 | (1056) |
| Public Administration | 38 | 29 | 20 | 13 | (933) |
| Transport and Communications | 34 | 36 | 21 | 9 | (654) |
| Community Development | 28 | 34 | 28 | 10 | (99) |
| All Others | 40 | 33 | 17 | 10 | (220) |
| Total | 45 | 33 | 15 | 7 | (6853) |

[a]Excludes participants not trained in their occupational specialty (N=137).

TABLE 34

UTILIZATION OF TRAINING BY COUNTRY OF TRAINING
(In Percentages)

| Country of Training | Utilization Index | | | | Total (N)[a] (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Mainland United States Only | 47 | 32 | 15 | 6 | (4964) |
| Mainland United States Primarily | 47 | 34 | 14 | 5 | (687) |
| Offshore U.S.[b] | 19 | 48 | 8 | 25 | (24) |
| Taiwan, Japan, Philippines | 33 | 38 | 20 | 9 | (798) |
| All Other Non-U.S. Sites | 38 | 27 | 20 | 15 | (374) |
| Total | 45 | 32 | 16 | 7 | (6847) |

[a]Excludes participants not trained in their occupational specialty (N=137) and "Not Ascertained" (N=6).

[b]E.g. Puerto Rico, Hawaii, Canal Zone.

TABLE 35

UTILIZATION OF TRAINING BY SPECIFIC TYPE OF PROGRAM
(In Percentages)

| Specific Type of Program | Utilization Index | | | | Total (N)[a] (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Observation, On-the-job training, and University | 55 | 29 | 13 | 3 | (965) |
| University only | 53 | 33 | 10 | 4 | (893) |
| Observation, and University | 48 | 32 | 14 | 6 | (1358) |
| Special group not at a university | 48 | 17 | 22 | 13 | (122) |
| Observation, and On-the-job training | 46 | 35 | 12 | 7 | (1090) |
| On-the-job training, and University | 40 | 32 | 21 | 7 | (285) |
| On-the-job training only | 39 | 29 | 22 | 10 | (590) |
| Observation only | 34 | 36 | 20 | 10 | (1550) |
| Total | 45 | 33 | 15 | 7 | (6853) |

[a]Excludes participants not trained in their occupational specialty (N=137).

TABLE 36

UTILIZATION OF TRAINING BY LENGTH OF TRAINING PROGRAM
(In Percentages)

| Length of Training Program | Utilization Index | | | | Total (N)[a] (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Less than two months | 30 | 31 | 23 | 16 | (649) |
| Two to four months | 38 | 33 | 22 | 7 | (568) |
| Four to six months | 35 | 39 | 20 | 6 | (413) |
| Six months to one year | 47 | 32 | 14 | 7 | (2431) |
| One to two years | 50 | 33 | 13 | 4 | (2547) |
| Two years or more | 56 | 32 | 9 | 3 | (231) |
| Total | 45 | 33 | 15 | 7 | (6839) |

[a]Excludes participants not trained in their occupational specialty (N=137) and "Not Ascertained" (N=14).

TABLE 37

UTILIZATION OF TRAINING BY THE PERCEIVED IMPORTANCE OF "NEEDS OF THE JOB" IN SELECTION
(In Percentages)

| Perceived Importance of "Needs of the Job" in Selection | Utilization Index | | | | Total (N) (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Very important | 47 | 31 | 15 | 7 | (6135) |
| Not very important | 29 | 45 | 17 | 9 | (633) |
| Total[a] | 45 | 33 | 15 | 7 | (6768) |

[a]Excludes participants not trained in their occupational specialty (N=137) and "Don't Know" and "No Answer" (N=85).

TABLE 38

UTILIZATION OF TRAINING BY EXISTENCE OF PRIOR ORGANIZATIONAL PLANS FOR UTILIZATION[a]
(In Percentages)

| Existence of Prior Organizational Plans | Utilization Index | | | | Total (N) (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Plans existed | 46 | 35 | 14 | 5 | (1025) |
| Plans did not exist | 33 | 45 | 17 | 5 | (84) |
| Total | 45 | 36 | 14 | 5 | (1109) |

[a]Based on data from interviews with supervisors of an unweighted total of 1165 participants whose supervisors knew them prior to their training; table excludes "Don't Know" and "No Answer (N=56).

TABLE 39

UTILIZATION OF TRAINING BY TRAINEE'S PARTICIPATION IN PROGRAM PLANNING (in Percentages)

| Trainee's Participation in Program Planning | Utilization Index | | | | Total (N) (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Participated sufficiently | 52 | 31 | 13 | 4 | (2349) |
| Participated, but not enough | 39 | 40 | 14 | 7 | (572) |
| Did not participate | 41 | 33 | 17 | 9 | (3901) |
| Total[a] | 45 | 33 | 15 | 7 | (6822) |

[a]Excludes participants not trained in their occupational specialty (N=137) and "Don't Know" or "No Answer" (N=31).

TABLE 40

UTILIZATION OF TRAINING BY SATISFACTION WITH TRAINING PROGRAM PRIOR TO DEPARTURE
(In Percentages)

| Satisfaction with Training Program Prior to Departure | Utilization Index | | | | Total (N) (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Well satisfied | 48 | 32 | 14 | 6 | (4007) |
| Not very well satisfied | 38 | 33 | 21 | 8 | (1237) |
| Can't say | 42 | 35 | 16 | 7 | (1566) |
| Total[a] | 45 | 33 | 15 | 7 | (6810) |

[a]Excludes participants not trained in their occupational specialty (N=137) and "Not Ascertained" (N=43).

TABLE 41

UTILIZATION OF TRAINING BY SATISFACTION WITH TRAINING PROGRAM: TWO INDICES
(In Percentages)

| Indices of Satisfaction | Utilization Index | | | | Total (N)[a] (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| A. Substance of Program[b] | | | | | |
| High | 47 | 35 | 13 | 5 | (1611) |
| Moderate | 46 | 33 | 14 | 7 | (2289) |
| Low | 44 | 30 | 18 | 8 | (2953) |
| Total | 45 | 33 | 15 | 7 | (6853) |
| B. Nontechnical Aspects of Program[c] | | | | | |
| High | 45 | 34 | 16 | 5 | (2190) |
| Moderate | 46 | 33 | 14 | 7 | (2612) |
| Low | 43 | 31 | 18 | 8 | (2051) |
| Total | 45 | 33 | 15 | 7 | (6853) |

[a]Both tables exclude participants not trained in their occupational specialty (N=137).

[b]The index is constructed from three items concerning satisfaction with the length, level, and variety of the training programs. Participants are classified according to the number of these aspects with which they were satisfied: those satisfied with all three are high; those satisfied with any two are moderate; and those satisfied with one or none are low.

[c]This index is also constructed from three items: satisfaction with the money allotted, free time for personal interests, and planned social activities. The participants are classified according to the number with which they were satisfied (as above).

TABLE 42

UTILIZATION OF TRAINING BY TIME SINCE COMPLETION OF PROGRAM
(In Percentages)

| Time since Completion of Program | Utilization Index | | | | Total (N)[a] =100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Less than two years | 31 | 40 | 20 | 9 | (1270) |
| Two to three years | 41 | 33 | 19 | 7 | (1336) |
| Three to four years | 45 | 34 | 14 | 7 | (999) |
| Four to five years | 52 | 29 | 14 | 5 | (942) |
| Five years or more | 53 | 30 | 12 | 5 | (2285) |
| Total | 45 | 33 | 15 | 7 | (6832) |

[a]Excludes participants not trained in their occupational specialty (N=137) and "Not Ascertained" (N=21).

TABLE 43

UTILIZATION OF TRAINING BY CAREER MOBILITY
(In Percentages)

| Index of Career Mobility | Utilization Index | | | | Total (N)[a] (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Postprogram job change (expected) | 50 | 33 | 14 | 3 | (942) |
| Returned to same job, but changed since | 48 | 33 | 14 | 5 | (2718) |
| No job changes since selection | 44 | 34 | 15 | 7 | (2502) |
| Postprogram job change (unexpected) | 36 | 33 | 18 | 13 | (555) |
| Unemployed since return and not classifiable | 3 | - | 56 | 41 | (136) |
| Total | 44 | 33 | 16 | 7 | (6853) |

[a]Excludes participants not trained in their occupational specialty (N=137).

TABLE 44

UTILIZATION OF TRAINING BY SUBJECTIVE CAREER VALUE OF TRAINING
(In Percentages)

| Without Training Current Job Would Be: | Utilization Index | | | | Total (N)[a] (=100% |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Worse (training helped) | 57 | 31 | 9 | 3 | (1918) |
| About the same | 41 | 35 | 17 | 7 | (3922) |
| Better (training hurt) | 37 | 29 | 22 | 12 | (403) |
| Can't say | 50 | 30 | 12 | 8 | (465) |
| Total | 46 | 33 | 15 | 6 | (6708) |

[a]Excludes participants not trained in their occupational specialty (N=137), "Unemployed" (N=120), and "Not Ascertained" (N=25).

TABLE 45

UTILIZATION OF TRAINING BY CURRENT SUPERVISOR'S HELPFULNESS
(In Percentages)

| Supervisor's Helpfulness | Utilization Index | | | | Total (N)[a] (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| Very helpful | 62 | 28 | 9 | 1 | (3063) |
| Somewhat helpful | 35 | 44 | 16 | 5 | (2072) |
| Neither helpful nor unhelpful | 35 | 27 | 22 | 16 | (455) |
| Not helpful | 23 | 28 | 27 | 22 | (708) |
| Total | 46 | 33 | 14 | 7 | (6298) |

[a]Excludes participants not trained in their occupational specialty (N=137), "Unemployed" (N=120), those reporting no supervisor (N=372), and "Not Ascertained" (N=63).

TABLE 46

UTILIZATION OF TRAINING BY CONTACTS WITH USOM SINCE RETURN[a]
(In Percentages)

| Contacts with USOM | Utilization Index | | | | Total (N) (=100%) |
|---|---|---|---|---|---|
| | Very High | High | Moderate | Low | |
| A. Contacts with USOM[b] | | | | | |
| Worked with USOM or joint project | 49 | 34 | 13 | 4 | (2108) |
| Some other contact | 46 | 31 | 16 | 7 | (2739) |
| No contact | 40 | 34 | 17 | 9 | (1976) |
| Total | 45 | 33 | 15 | 7 | (6823) |
| B. Contacts with USOM Technicians[c] | | | | | |
| Frequent contact | 53 | 30 | 14 | 3 | (1696) |
| Occasional contact | 43 | 34 | 17 | 6 | (1502) |
| Never met technician | 31 | 33 | 25 | 11 | (163) |
| No technician available | 43 | 33 | 15 | 9 | (3476) |
| Total | 45 | 33 | 15 | 7 | (6837) |
| C. Assistance Requested and Received from USOM[d] | | | | | |
| Requested assistance and received some | 56 | 28 | 12 | 4 | (1648) |
| Requested assistance, did not receive any | 45 | 27 | 20 | 8 | (259) |
| Did not request assistance | 41 | 34 | 17 | 8 | (4860) |
| Total | 45 | 33 | 15 | 7 | (6767) |

[a]All tables exclude participants not trained in their occupational specialty (N=137).

[b]Excludes "Not Ascertained" (N=30).

[c]Excludes "Not Ascertained" (N=16).

[d]Excludes "Not Ascertained" (N=86).